



CITY OF SAN ANTONIO

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April 27, 2006

Phil Hardberger
Mayor

Roger O. Flores
Councilman, District 1

Sheila D. McNeil
Councilwoman, District 2

Roland Gutierrez
Councilman, District 3

Richard Perez
Councilman, District 4

Patti Radle
Councilwoman, District 5

Delicia Herrera
Councilwoman, District 6

Elena Guajardo
Councilwoman, District 7

Art A. Hall
Councilman, District 8

Kevin Wolff
Councilman, District 9

Christopher "Chip" Haass
Councilman, District 10

Sheryl L. Sculley
City Manager

Michael Bernard
City Attorney

William McManus
Chief of Police

Robert Ojeda
Fire Chief

Ladies and Gentlemen:

RE: City Management's Corrective Action Plan Report and the Report on the Review of the 9-1-1 Communications Center

We are please to attach for your review the report for an audit of the 9-1-1 Communications Center. This was an extensive undertaking that began in spring 2005 and was concluded with a formal exit conference on September 12, 2005. City Management's written responses to the audit issues were expected by mid-October. However, commitments due to the Katrina and Rita Hurricane Relief Efforts, and changes within City Executive Management delayed receiving the responses which have been attached for your review. SAPD and SAFD Management and Staff need to be thoroughly recognized and complimented for their cooperation/assistance provided for this audit.

The issues, recommendations, and corrective actions planned are numerous and complex. SAPD, SAFD and ITSD have agreed or partially agreed with fourteen of the seventeen recommendations. Several recommendations will require information technology assistance in the form of establishing an enterprise-level strategic planning process and policies. In addition, Information Technology Management needs to be involved in current and future hardware and software changes and/or purchases.

There are significant policy issues regarding the use of sworn police officers and uniformed Fire/EMS personnel for dispatching. At this time, civilian personnel answer all 9-1-1 calls and perform dispatching duties, along with sworn officers for the Police Department. Fire/EMS does not utilize any civilians for dispatching. This function can be performed by civilian personnel at substantial costs savings. The potential annual payroll cost savings including benefits are estimated at \$3.6 million. The report shows that the trend in other major cities has been to civilianize dispatching positions. The cost savings could be realized by realigning the sworn police officers and uniformed Fire/EMS personnel to public safety positions that are currently unfilled.

The report also highlights internal control issues that exist at the 9-1-1 Communications Center related to lack of system redundancy, an inadequate back-up facility, excessive physical and logical access to the facility and applications, lack of an application change control process, and issues with the current hardware. The report provides recommendations, if implemented, that would address these issues and greatly enhance the internal control environment at the 9-1-1 Communications Center.

The services performed by the 9-1-1 Communications Center are a vital link between citizens and public safety agencies. We encourage you to review Management's Corrective Action Plan and the summary of findings. The Internal Audit Department appreciates the opportunity to have performed this review because it has highlighted areas for substantial improvements in customer service, major reductions in expenditures or cost savings, and enhancement of internal controls. We are available to discuss this material with you individually at your convenience.

Sincerely,



Patricia M. Major CPA, CIA, CTP, CGFM
City Auditor
San Antonio, Texas

cc: Pat DiGiovanni, Deputy City Manager
Michael Armstrong, Assistant City Manager/Chief Information Officer
Erik Walsh, Assistant City Manager
Hugh Miller, Acting ITSD Director and Chief Technology Officer
Tyrone Powers, Assistant Police Chief
Mario Guerra, Assistant Fire Chief
Leticia Vacek, City Clerk